

**Board of Directors Meeting
Thursday, December 1, 2016**

Board Members Present

(those present denoted with underline)

Todd Cleland, Roger VanHoy, Ryan Elias, Stacey Willenborg,
Mona Ellerbrock, Jessica Watts, Paul Sturm, Lenna Cominos, Adam Johnson,
Adam Causgrove, Jill Bond, Julie Smith, Jennifer Leed Schwartz, Brad Fravel,
Tamara LaFrance, Alex Pietsch, Robin Seth Shah

Others Present

Mark Nolan, Cody Noghera, Allyson Williams

Welcome & Call to Order

Todd welcomed everyone to the meeting. Allyson called Roll.

Consent Agenda

Paul motioned to approve the November Board minutes. Adam Seconded.
MOTION APPROVED

Alex motioned to approve the October Financials. Mona Seconded.
MOTION APPROVED

Announcements

- Todd reminded the Board to send mid-winter invitation lists to Allyson if you haven't done so already.
- New dates of the annual conference are August 9, 10 and 11, 2017. The Marriott Waterfront, Motif and Warwick hotel contracts and the Bell Harbor contract has been finalized.

New Business

a. Intellectual Property Rights

Roger reviewed with the Board the DRAFT NACRO Policy on Publications, Webinars, Presentations and the use of the NACRO Name and Logo. Also reviewed was the DRAFT Materials Release and Authorization Form. Both documents are in DRAFT form and will be reviewed by an attorney prior to release.

Roger motioned to adopt the NACRO Policy on Publications and the Use of the NACRO Name and Logo and proceed with developing formal agreements for members, guests, and presenters to sign.
Mona Seconded. MOTION APPROVED

b. Strategic Planning Committee update

Cody discussed the Strategic Planning Committee objectives.

- Evaluate the competition to understand unique values. Determine what problem we solve that other organizations do not. Clearly define our value proposition and to which audience we will attract.
- Cost analysis. Shift self-sustaining to growth mode.
- Produce a finalized document that clearly states the 5-year plan for the growth.
- Successfully transition follow-on execution of the plan to the Board to access measures of success.
- Board to produce clear set goals that guides this person's time to deliver on a 5-year strategic plan.

A final presentation to the Board and a brief guide document to lay out the plan with high level guiding principles.

2017 Mid-winter Meeting

a. Draft Agenda

Todd walked the Board through the draft of the mid-winter meeting.

The next BOD meeting will be held January 12, 2017.

**Board of Directors Committee Reports
Thursday, December 1, 2016**

Committee Update Reports

a. ASG

- 2016/2017 NACRO Board of Directors
 - Quarterly meeting with Jessica and Charles Hall – 11/7/16
 - Prepared November Board packet
 - October Financials
- Prepared and distributed November Newsletter
- 2016 Annual Conference
 - Processed the final invoice for:
 - Hillman Hall, Bon Appetite Catering & The Knight Center
- 2017 Annual Conference
 - Conference call with Katie at Bell Harbor and Tami – 11/2/16
 - Conference call with Tami – 11/9/16
 - Sent out RFP's with new dates to three selected hotels
 - Submitted final the three hotel contracts
 - Seattle Marriott Waterfront
 - Motif Seattle
 - Warwick Seattle

- Completed final Bell Harbor contract
- Cancelled the HUB contract for Blueprint/Mastery
- Working with Michelle to locate a space for Blueprint/Mastery and reception
- 2017 Mid-Winter Meeting
 - Working on registration form
- Professional Development
 - Working on registration form for Mastery
 - Working with Lorena and Megan on registration form, MemberClicks and Zoom for webinar
- Membership
 - Pulled weekly the report for new applicants, distributed names for review/approval and updated status in MemberClicks
 - Send out approval membership emails
 - Resetting passwords for members
 - Responded to approximately 36 emails
 - Answered approximately 5 phone calls
- Job Postings
 - Responded to approximately 4 emails/calls

b. Strategic Planning

c. Mid-Winter Meeting

d. Executive Committee

e. Conference Planning

- Conference Location Tentatively Determined:
 - Day 1: UW PACCAR Hall for Blueprint and Mastery Classes (still tentative)
 - Opening Night Reception : PACCAR Hall (Reserved)
- Day 2: Bell Harbor Conference Center (Reserved)
 - Evening Reception: Bell Harbor Conference Center (Reserved)
- Day 3: Bell Harbor Conference Center (Reserved)
- Optional Activity: Baseball game at Safeco Field (Mariners v. Angels)
- Timeline:
 - RFP announcement published in newsletter
 - RFP sent to NACRO Marketing/Communications team for distribution November 30, 2016
 - RFP deadline is January 20, 2017; Review to take place at mid-Winter; Decisions on March 6.

f. Benchmarking

- NACRO Benchmarking Committee update – Dec. 2016

All Benchmarking Committee subgroups have set recurring days/times for monthly work-team conference calls. The next Benchmarking Committee all-committee conference call is December 9. Work update for November:

- **Annual Member Survey subgroup** – Co-Leads = Melanie Bunch & Melissa Ong

The Survey subgroup reviewed questions from Annual Membership Surveys of 2014 and 2015 to write survey questions for the 2017 survey. The 2015 survey is serving as the primary basis in order to support year-to-year comparative analytics. As subgroup members discussed the survey, they had some initial questions regarding past surveys:

- What was the percent response rate?
- What is total membership?

Based on what Melanie and Melissa knew, the response rate was pretty low. They are looking to find the information for exact participation rates.

The subgroup discussed the opportunity to highlight and advertise what they would like to see for a participation goal this year – and ways that they can get the message out (social media, personal emails, NACRO app, etc.). They discussed promoting that the survey will take ‘X’ minutes to complete, noting that it will not take a significant amount of time, and stressing the importance of participation to capture essential industry data.

The committee discussed the need to fine-tune questions to make the survey a little bit more sophisticated in nature (keeping in mind that the questions need to be similar in nature in order to maintain consistent data). Along the same lines, they talked about refining the questions to collect more nuanced data – but this will rely heavily on critical mass and participation – relating back to the participation discussion. Are there layers of survey sophistication (i.e. if you answered this, then X)?

A question was posed: What is the importance of the survey? The Survey subgroup realized that they did not have the answer and that they need to define a statement around this question. To help promote survey completion, they want to answer many questions: Why does NACRO need this data? What is its significance? How will it benefit individual participants? How can survey data be used to advance our profession or professional knowledge?

The Survey subgroup plans to have an initial draft of the 2017 survey completed by 12/16, after which the subgroup will share the survey with the Benchmarking Committee (overall) for feedback and comments. The subgroup will seek flex questions from other committees in January.

Next Steps:

- Subgroup members review questions and make changes/edits/suggestions
 - Provide changes/edits/suggestions to Melanie and Melissa by 12/11
 - Next meeting – review revised survey questions and finalize survey for submission to NACRO leadership for flex questions
- **Annual Member Survey Timeline**
 - October 31, 2016 – email sent to Survey subgroup; prior annual membership surveys sent for review
 - December 11, 2016 – send Melanie and Melissa changes/edits/suggestions for questions

- December 16, 2016 – create initial draft for Midwinter Meeting work; share with Benchmarking Committee for feedback; ask all NACRO Committees to contribute potential Flex Questions
- January 30, 2017 – email NACRO membership to solicit additional Flex Question suggestions
- February 28, 2017 – finalize survey/approve content with Survey subgroup at Midwinter; build timeline to include: 1) initial send date, 2) first reminder date (mass reminder), 3) personalized reminder date, 4) final reminder
- Early March 2017 – distribute survey to NACRO membership (in conjunction with Marketing Committee); promote using email, LinkedIn and the NACRO app
- April/May 2017 – analysis of results and provide a teaser to NACRO NEWS/NACROCON App/other social media outlets
- June 2017 – finish analysis, draft executive summary, create another teaser (same distribution as above)
- July 2017 – distribute to internal NACRO Committees, create another teaser (same distribution as above)
- August 2017 – disseminate to NACRO Membership at Annual Conference
- **Best Practices subgroup** – Co-Leads = Brendan McGinty & Lynn Baronas
 - This subgroup agreed to change their name from “Good” to “Best” Practices and the subgroup co-leads are updating the NACRO website to reflect this change.
 - The subgroup reviewed last year’s work, which included using the NACRO newsletter and website, social media, and direct peer emails to encourage members to submit best practices; and holding random drawings to award gift cards to those members who submitted best practices. These efforts succeeded in motivating the addition of several new best practices on the website.
 - This year’s goals include:
 - 100% participation by members of the Subgroup in submitting a Best Practice;
 - Working together to encourage other NACRO members to submit Best Practices;
 - Making the Best Practices we do receive more easily accessible on the NACRO website.
 - The Best Practices subgroup also discussed strategies to encourage other NACRO members to submit best practices. These are the ideas the members discussed:
 - Encouraging members to submit best practices throughout the year, then selecting and spotlighting 1-2 “Best Practice Selections of the Year” at the Annual Conference. These winning selections, along with the institutions where they are practiced, would be promoted on the website as broadly as possible to enhance the visibility of the institution and NACRO.
 - Developing a monthly theme for best practice submissions
 - Better defining what we are looking for, and specifically pinpointing areas of deepest interest, “topics for response” or “calls for best practices”
 - Having individual subgroup members reach out to other NACRO members directly to ask for submissions
 - Inviting members to share stories of their mistakes as well as Best Practices so that others can learn and avoid pitfalls
 - Using video testimonials to explain the genesis of a best practice
 - Highlight existing best practices when we issue calls for new best practices using social media and the NACRO Newsletter and website

- **Gold Standards subgroup** – Co-Leads = Charley Hasemann, Dorota Amin, Kim Jacobs
 - This subgroup has broken into three working teams, each working on one of the tasks below. This subgroup has committed to producing and running a survey focused specifically on collecting performance metrics data from our membership. The metrics survey will be ‘targeted’ to university research & development administrators, and will be sent to a selectively chosen recipient list. The survey will hopefully drop sometime in late December, in order to put ample space between it and the Annual NACRO Membership Survey. The target date for metrics survey completion is December 15, allowing for review & loading into Survey Monkey. This subgroup has also committed to generating a whitepaper, presentation or other informational deliverable for the annual conference in August.
 - To accomplish its goals, co-leads have finalized work teams and outlined specific activities & timelines in support of deadlines. The three workgroup teams are:
 - 1. Financial metrics definitions** – This workgroup will examine and identify financial metrics, working to align these metrics with existing data/criteria and common terms and definitions from other organizations (AUTMN, VSE, CASE).
 - 2. Non-financial metrics definitions** – This workgroup will examine and identify non-financial metrics and provide detailed guidance on how to capture these metrics in a consistent way from institutions that may track them in varied ways.
 - 3. Survey execution & communications** – This workgroup will determine tools & logistics of the survey platform, develop the survey instrument, and determine the most appropriate resources for data collection & analysis. Members also will work with NACRO’s Marketing Committee to determine a communications plan to roll out the metrics survey and promote survey participation. They will also assist the survey execution team in preparing the survey for deployment (extra set of eyes to proofread and assist as needed) and subsequent analysis.

g. Marketing

- The Dec15 newsletter is pushing out with a deadline of the 12/12 and publish of 12/16.
- The January edition will be our International edition, and we’re gathering content now.
- The RFP announcement - conference content will ideally go out first week of Dec.
- We’ve continued to increase blog/website content development and have begun adding links in newsletter that drive viewers to our website. Website traffic is consistent, with over half of our visitors being first-time, meaning that just under half of our audience is familiar with our site and returning. Notable is that a good percentage of their sessions are 5-6 minutes long, indicative that our audience is actually reading content on the site.
- Marketing is still needing photos from conf. and needing previous years, but giving up.
- Membership requirements - this has been a hot topic at our monthly meetings, and we’d like to have a brief, open discussion with the board.
- NACRO.box - it’s official. Content is currently moving over.
- Member info on website? A brief board discussion needed. Marketing has proposed Names / Institutions listed publicly.
- Midwinter - names provided from Marketing.
- Newsletter - workflow adjustment

h. Site Selection

i. Nominating

j. Finance

k. Professional Development

- **Mastery**

After significant discussion, it was agreed that we did not feel that we are ready to host Mastery at Midwinter. In response to the Board, we have been conducting a series of interviews with Mastery attendees. One concern expressed what that we need to have clearer criteria and more thorough review of applicants to ensure that the co-hort is well matched based on experience and their role. Because the mid-winter is not part of conference and we have not fully determined the topic or the criteria for the co-hort, we thought it best to not rush into hosting a session that would not be able to properly address the concerns that were expressed. We are however still on track for the annual conference.

- **DEV 101**

The date for the first webinar has been scheduled for January 26th from 2-3:30pm Eastern. Registration will go live on December 12th. We are working with ASG to develop the registration form. We are working with the Marketing committee to develop a landing page on the NACRO web site for information on all the webinars. We are planning to hold a dry run of the presentation, which we will invite the board to. The dry run will be held in December, but has not yet been scheduled. The authors of the Stewardship webinar are Pam Warden, Mike Marion, Cynthia Sweet, Mark Putnam, and Lorena McLaren. Lorena will moderate the session and the speakers will be two of the authors. We will ask participants to evaluate the webinar and this will provide valuable feedback on any logistical adjustments we need to make.

- In the meantime, we are progressing on developing two more webinars: Knowing Your Product (what you need to know about your campus before you go on a donor visit), and Company Visits (both on and off campus). We are also in the process of setting the dates for those webinars.
- Lorena McLaren and Yoanna Ferrara have both completed the training on how to manage Zoom webinars and will manage the technical operations of the webinars. We have a timeline of tasks leading up the webinar located in the Google Drive folder for NACRO PD2016/101 Series_Webinars/Stewardship. There is a drive folder for each of our sessions.

- **Blue Print**
No update at this time.

l. Strategic Alliances

Presenting at NORDP and CASE